

2023

HEALTH CARE COST TRENDS HEARING

THE NEXT PHASE OF MASSACHUSETTS
HEALTH REFORM: ACHIEVING AFFORDABILITY
AND HEALTH EQUITY FOR ALL

PROGRAM BOOK



MASSACHUSETTS
HEALTH POLICY COMMISSION

NOVEMBER 8, 2023

WELCOME

Welcome to the Massachusetts Health Policy Commission's 2023 Health Care Cost Trends Hearing: **The Next Phase of Massachusetts Health Reform: Achieving Affordability and Health Equity for All.** We are honored to have you join us at Suffolk University Law School for this annual hearing on the drivers of health care spending and the challenges and opportunities for improving care and reducing costs across the Commonwealth's health care system.

Following the release of the HPC's Annual Report on Health Care Cost Trends in September, this hearing provides a forum for health care industry and community leaders to reflect on recent trends, engage with the policy recommendations put forth by the HPC, and work collaboratively towards a more accountable and equitable health care system.

As highlighted in the HPC's Annual Report, residents and businesses of the Commonwealth face mounting affordability challenges. The average expense of employer-based private health insurance in 2021 climbed to \$22,163, outpacing the growth in wages and salaries. Including copayments, deductibles, and out-of-pocket spending, health care costs for Massachusetts families neared \$25,000 annually.

The Commonwealth must also grapple with the unequal burden of health care trends, as disparities across income, racial, and ethnic groups persist. Significantly, there remain higher infant mortality rates and rates of premature deaths from treatable causes among Black and Hispanic residents compared to other residents.

Alongside these trends, health care providers continue to wrestle with acute workforce challenges and broader inflationary headwinds. How Massachusetts can move forward with policies that advance affordability and equity while balancing the challenges facing health care systems and those facing residents and businesses is an important theme for this hearing.

To address these complex and interrelated challenges, the HPC issued a set of policy recommendations necessary to reduce health care cost growth, promote affordability, and advance equity. The need to modernize the state's policy framework by embedding a greater focus on measures of affordability and equity is a key HPC recommendation that will be further discussed at this hearing.

We are honored to have Governor Maura Healey and Attorney General Andrea Campbell participate in today's proceedings and to feature the voices of community members on the state of the Commonwealth's health care system and the significant, every day impact that these realities have on residents.

In addition to the in-person testimony provided during today's three witness panels, the HPC received written testimony submitted by 31 health care organizations in response to questions from the HPC and the Office of the Attorney General. All written testimony is available on the HPC's website at mass.gov/hpc.

Today's hearing will be streamed live on the HPC's YouTube Channel and additional materials are posted to the HPC's website. Your engagement and collaboration are critical to our efforts. We encourage you to join the conversation on Twitter via #CTH23.

Thank you for your participation. We look forward to your insight in a shared discussion on creating a roadmap to a health care system that is affordable, accessible, sustainable, and just.

Sincerely,

DEBORAH DEVAUX
Chair

DAVID SELTZ
Executive Director

2023 HEALTH CARE COST TRENDS HEARING

WEDNESDAY, NOVEMBER 8, 2023

REGISTRATION AND BREAKFAST **8:30 AM**

WELCOME **9:00 AM**

Deborah Devaux, HPC Board Chair
David Seltz, HPC Executive Director

WELCOME REMARKS FROM THE ATTORNEY GENERAL **9:10 AM**

The Honorable Andrea Campbell, Attorney General

**COMMUNITY VOICES ON HEALTH CARE AFFORDABILITY
AND EQUITY** **9:30 AM**

Pastor “Keke” Dieufort Fleurissant, President and Executive Director, True Alliance Center
Sheila Och, Chief Engagement and Equity Officer, Lowell Community Health Center;
Member, Health Equity Compact
Jose de la Rosa, Business Owner and CEO, Guardian Healthcare;
Member, Health Equity Compact
Damaris Velasquez, Co-Founder and Director of Programs, Agencia ALPHA

KEYNOTE REMARKS FROM THE GOVERNOR **10:00 AM**

The Honorable Maura Healey, Governor

**AFFORDABILITY TRENDS IN MASSACHUSETTS AND
HPC POLICY RECOMMENDATIONS** **10:30 AM**

Dr. David Auerbach, HPC Senior Director of Research and Cost Trends
Caitlin Sullivan, Deputy Executive Director, Center for Health Information and Analysis
David Seltz, HPC Executive Director

**ADVANCING POLICY SOLUTIONS TO ACHIEVE HEALTH CARE
AFFORDABILITY AND EQUITY** **11:15 AM**

Filaine Deronnette, Vice President-at-Large, 1199SEIU; Member, Health Equity Compact
Colin Killick, Executive Director, Disability Policy Consortium
Juan Fernando Lopera, Chief DEI Officer, Beth Israel Lahey Health;
Co-Founder, Health Equity Compact
Amy Rosenthal, Executive Director, Health Care for All

LUNCH **12:15 PM**

2023 HEALTH CARE COST TRENDS HEARING

WEDNESDAY, NOVEMBER 8, 2023

**PRESENTATION FROM THE ATTORNEY GENERAL'S
HEALTH CARE DIVISION** **1:00 PM**
Assistant Attorney General Lisa Gaulin

WITNESS PANEL #1: **1:30 PM**
THE ROLE OF HEALTH PLANS IN DRIVING AFFORDABILITY AND EQUITY
Tim Archer, CEO, UnitedHealthcare of New England
Audrey Morse Gasteier, Executive Director, Massachusetts Health Connector
Cain Hayes, President and CEO, Point32Health; Member, Health Equity Compact
Sarah Iselin, President and CEO, Blue Cross Blue Shield of Massachusetts

WITNESS PANEL #2: **2:30 PM**
NAVIGATING THE CHANGING PROVIDER LANDSCAPE IN MASSACHUSETTS
Dr. Christopher Andreoli, President, Atrius Health
Aimee Brewer, President and CEO, Sturdy Health
Douglas Brown, President, UMass Memorial Community Hospitals;
Chief Administrative Officer, UMass Memorial Health Care
Dr. Sree Chaguturu, Executive Vice President and Chief Medical Officer, CVS Health

WITNESS PANEL #3: **3:30 PM**
**CHARTING A PATH FORWARD ON AFFORDABILITY AND EQUITY:
THE PERSPECTIVE OF HEALTH SYSTEM LEADERS**
Michael Curry, President and CEO, Massachusetts League of CHCs;
Co-Founder, Health Equity Compact
Michael Dandorph, President and CEO, Tufts Medicine
Christine Schuster, President and CEO, Emerson Health;
Chair, Massachusetts Health & Hospital Association Board of Trustees
Dr. Kevin Tabb, President and CEO, Beth Israel Lahey Health

CLOSING DISCUSSION **4:30 PM**
HPC Board of Commissioners

PRE-FILED TESTIMONY

PAYER



44% (4/9) mentioned prescription drug cost management as a strategy to reduce cost growth



67% (6/9) emphasized action to enhance transparency and control of rising prescription drug prices.



44% (4/9) cited the importance of establishing site-neutral payment for services provided.

44% (4/9)

cited that negotiations are difficult with consolidation and in the current landscape

56% (5/9)

reported administrative simplification as a solution to these issues

33% (3/9)

support measures to increase access to behavioral health and mental health services, including the ED boarding crisis and associated workforce challenges.

PROVIDER



45% (10/22) cited collaborations/partnerships with skilled nursing BH providers, CBOs, universities to reduce cost growth and advance health equity



95% (21/22) cited staffing costs and shortages as a challenge



64% (14/22) cited reliance on contract/temporary/travel positions as a challenge

73% (16/22)

called for policy changes to address workforce challenges (e.g. financial incentives for entering health care careers, expanded loan forgiveness, licensure reforms, policies to address cost of travelling nurses)

36% (8/22)

called for policies to strengthen and expand behavioral health and primary care services (e.g. financial support, incentives to practice in underserved areas)

27% (6/22)

called for the state to increase financial resources for safety net hospitals and community providers

AFFORDABILITY TRENDS IN MASSACHUSETTS AND HPC POLICY RECOMMENDATIONS



DAVID SELTZ

David Seltz is the first Executive Director of the Massachusetts Health Policy Commission. Prior to this role, Mr. Seltz was the chief health care advisor for former State Senate President Therese Murray and served as the Special Advisor on health care for former Massachusetts Governor Deval Patrick. Through these positions, Mr. Seltz advised on the passage of Chapter 58 of the Acts of 2006 and Chapter 224 of the Acts of 2012. Mr. Seltz is a 2003 graduate of Boston College and originally from Minnesota. He was a recipient of Modern HealthCare's 2015 Up and Comer Award, which recognizes young executives that have made significant contributions in the areas of healthcare administration, management, or policy.



DR. DAVID AUERBACH

Dr. David Auerbach is a health economist and the Director for Research and Cost Trends at the Massachusetts Health Policy Commission. His work has spanned a number of health policy areas including understanding employer markets for insurance, spending trends and cost drivers, primary care, and the health care workforce. He has specialized in, and is a nationally-recognized expert on, the Registered Nurse workforce including advanced practice nurses. He has twice chaired the workforce theme for the AcademyHealth Annual Research Conference, has appeared several times on NPR's Marketplace, and has authored and co-authored several dozen publications on a range of topics in the top journals in the field including New England Journal of Medicine, Journal of the American Medical Association, and Health Affairs. Prior to the HPC, Dr. Auerbach was a senior policy researcher at the RAND Corporation in Boston and prior to that, was a principal analyst at the Congressional Budget Office in Washington, D.C. where he co-developed the model used to analyze the 2010 Affordable Care Act.



CAITLIN SULLIVAN

Caitlin Sullivan serves as the Deputy Executive Director for Health Informatics and Reporting at the Massachusetts Center for Health Information and Analysis (CHIA). In this role, Caitlin leads data collection, analysis, and reporting on total health care expenditures, provider price variation, alternative payment method adoption, insurance coverage and premiums, and quality measurement, as well as new initiatives on topics of emerging health policy and public health interest. In addition, Caitlin also participates in several interagency and multistate working groups to align data strategies and promote health equity, transparency, and collaboration among the health care delivery system, policymakers, and the public. Caitlin joined CHIA at its inception in 2012 and holds a Master of Public Health degree from Boston University and a Bachelor of Arts degree from College of the Holy Cross.

GOVERNOR MAURA HEALEY



THE HONORABLE MAURA HEALEY, GOVERNOR

Maura Healey is the 73rd Governor of Massachusetts. She was sworn in on January 5, 2023, becoming the first woman and first openly LGBTQ person elected Governor in Massachusetts history.

Healey was elected Massachusetts Attorney General in 2014 and re-elected in 2018. As the People's Lawyer, she took on the issues that impact residents across Massachusetts, including the opioid epidemic, the climate crisis, escalating health care costs, and student loan debt. She was the first Attorney General to sue Purdue Pharma and the Sacklers for their role in fueling the opioid crisis. She also routinely protected the rights of consumers, workers, students, seniors, immigrants and the LGBTQ and disability communities.

Healey grew up the oldest of five siblings in an old farm house in Hampton Falls, New Hampshire. She attended Harvard College, where she captained the basketball team, and then spent two years as a 5'4" starting point guard on a professional basketball team in Austria. She attended Northeastern University School of Law, motivated by a commitment to public service and desire to help people

She went on to work in private practice before leaving to serve as Chief of the Civil Rights Division in the Attorney General's Office. She was promoted to oversee two of the office's most prominent divisions: the Public Protection & Advocacy Bureau and the Business & Labor Bureau. During this time, she led the first state challenge to the Defense of Marriage Act and held banks and lending companies accountable after the 2008 financial crisis.

OFFICE OF THE ATTORNEY GENERAL



THE HONORABLE ANDREA CAMPBELL, ATTORNEY GENERAL

On January 18, 2023, Andrea Joy Campbell was sworn in to be the 45th Attorney General of the Commonwealth of Massachusetts, pledging to build economic prosperity and stability for all residents, prioritize the mental health and well-being of children, stop cycles of incarceration and violence and ensure the people across the state have access to the AG's Office regardless of their zip code, language or ability.

Growing up in Roxbury, Andrea's life was filled with instability. Thanks to loving relatives, community support and a network of teachers who encouraged her, she turned pain into purpose. She graduated from Boston Latin School and then worked her way through college with the help of grants and student loans, graduating from Princeton University and UCLA Law School.

After earning her law degree, she worked as a legal services attorney for the EdLaw project, defending the rights of children and their families — particularly those with disabilities.

Andrea also practiced law at Proskauer LLP as an employment attorney, and ultimately left to serve the public as General Counsel at the Metropolitan Area Planning Commission, working across 101 cities and towns to address regional challenges like health care access, transportation, affordable housing, and climate change.

Andrea served as legal counsel to Governor Deval Patrick, working to improve our education and transportation systems and move forward an agenda of equity across the state.

In 2015, Andrea successfully ran for the Boston City Council becoming the first woman to represent District 4 on the Council. Her first piece of legislation was the Community Preservation Act, which still generates over \$20 million annually for new affordable housing, historical preservation, and parks and open space. In 2018, she was unanimously elected City Council President – the first Black woman to hold the title.



ASSISTANT ATTORNEY GENERAL LISA GAULIN

Lisa Gaulin is an Assistant Attorney General in the Health Care Division of the Massachusetts Attorney General's Office, where she has served since 2016. The Health Care Division enforces health care laws to protect the rights of Massachusetts consumers and works to promote public health and improve the efficiency and effectiveness of the health care system. Lisa has worked on a variety of health care enforcement and policy matters, with a focus on behavioral health parity and health care consumer billing and affordability issues.

Before joining the Attorney General's Office, Lisa worked in private practice in Massachusetts. Lisa graduated from Syracuse University and Boston College Law School.

COMMUNITY VOICES ON HEALTH CARE AFFORDABILITY AND EQUITY



PASTOR "KEKE" DIEUFORT FLEURISSAINT

Pastor "Keke" Dieufort Fleurissant is the founder and Executive Director of True Alliance Center, Inc., a Haitian-led organization established to advocate for the Haitian Community. Under his leadership, this faith-based charitable organization has actively promoted advocacy in the Haitian community regarding education, housing, immigration, health, and economic development. Pastor Keke is also a member of Equity Now & Beyond, a collaborative of immigrant-led organizations, that hosts vaccine clinics and provides educational outreach in immigrant communities across Massachusetts.



SHEILA OCH

Sheila Och is the Chief Engagement and Equity Officer at Lowell Community Health Center. She has over 25 years of public health experience and leads community health strategies, the development, design, implementation, and evaluation of public health programs with a focus on racial and health equity, oversees advocacy efforts, and leads the health center's staff engagement, culture and inclusion strategy and programming. She has received several awards and recognitions for her leadership, advocacy and work championing equity and social justice including national recognition by the George Washington University Milken Institute School of Public Health, the National Association of Community Health Centers, and the Massachusetts League of Community Health Centers, Greater Lowell Health Alliance, YWCA of Greater Lawrence, and the Non-Profit Alliance of Greater Lowell. Sheila holds a bachelor's degree in Community Health from UMass Lowell, a master's in Public Health from Boston University, an Advanced Certificate in Financial Operations from Suffolk University and, most recently, completed the LEADS economic and leadership program with the Harvard Business School and the Lawrence Partnership. Sheila is certified as a Community Health Worker and is a licensed medical interpreter trainer via the Cross-Cultural Health Care Program. She is a member of several non-profit boards and groups including the Health Equity Compact and serves as Board President of Community Teamwork, Inc., a regional community action organization centered on social change.

COMMUNITY VOICES ON HEALTH CARE AFFORDABILITY AND EQUITY



JOSE DE LA ROSA

Jose de la Rosa emigrated from the Dominican Republic and currently resides in the city of Boston. He earned a bachelors degree in health management from Northeastern University and a masters degree in business analytics from Babson College.

Jose co-founded Guardian Healthcare, a home health organization that aims to close the gap to access home health services to ethnic groups in several communities in Massachusetts. Jose is the founder of Family Caregivers, an Adult Family Care service that assist and pays Caregivers to care for family members that live with them. Jose is the recipient of several awards, including but not limited to: LULAC's Hombre Increible award (2016), Boston Business Journal Power 50 award (2016), El Planeta Power Meter 100 (2014, 2015, 2016, 2017), ILC Immigrant business owner of the year award (2017)

Jose currently serves in the board of Beth Israel Lahey Hospital, Blue Cross Blue Shield's Health Equity Council, Health Equity Compact and The Lawrence Partnership, where he participates in several community benefits committees to ensure that the voices of our vulnerable populations are heard.



DAMARIS VELASQUEZ

Damaris Velasquez is the co-founder of Agencia ALPHA, a faith-based and immigrant-led immigration services organization in Boston working to improve the quality of life of all immigrants through legalization, citizenship and leadership development programs. Velasquez also leads Agencia ALPHA's work on the MassHealth redetermination campaign to help MA's immigrant communities stay informed and maintain health coverage.

ADVANCING POLICY SOLUTIONS TO ACHIEVE HEALTH CARE AFFORDABILITY AND EQUITY



FILAINE DERONNETTE

Filaine Deronnette serves as elected Vice President at Large at 1199SEIU representing over 70,000 healthcare workers across our Commonwealth. She has over 20 years of representational and collective bargaining experience in both the public and private sector. She currently serves on the Massachusetts' Health Connector Board as appointed by the Attorney General. As co-chair of the 1199SEIU Massachusetts Racial Justice Committee, she leads the educational and organizational programmatic work for the Massachusetts Division. She currently serves on the leadership team of the Health Equity Compact, a group of Black and Latinx leaders organized to ensure that health equity is a top priority in Massachusetts, building on the heightened awareness and momentum to change racial injustices witnessed in the COVID-19 pandemic. Filaine is currently serving in her second term as Executive Vice President of the MA AFL-CIO.



COLIN KILLICK

Colin Killick (he/him/his) is the Executive Director of Disability Policy Consortium (DPC), a Boston-based civil rights advocacy organization run by and for people with disabilities. At DPC, he led efforts to ensure Massachusetts' COVID-19 response protected people with disabilities, and co-led advocacy efforts that since 2014 have persuaded the legislature to quintuple its investment in housing vouchers for low-income people with disabilities. He holds a 2018 MPP from Harvard's Kennedy School, and won their RFK Award for public service. He serves on a variety of boards and commissions, including the National Advisory Council for the Robert Wood Johnson Foundation's Partnership for Health Equity, and is a published poet and voice actor.

ADVANCING POLICY SOLUTIONS TO ACHIEVE HEALTH CARE AFFORDABILITY AND EQUITY



JUAN FERNANDO LOPERA

As Beth Israel Lahey Health's inaugural Chief Diversity, Equity and Inclusion Officer, Juan Fernando Lopera leads the system's efforts to transform care delivery for the underserved, while establishing diversity, equity and inclusion capabilities across the system. He is also responsible for the system's community benefits and community relations efforts. Before joining BILH, Juan Fernando served as Vice President and Corporate Business Diversity Officer at Point32Health, where he led company-wide diversity, equity and inclusion initiatives and co-chaired the company's Anti-Racism Leadership Taskforce. He also oversaw the Rhode Island Medicaid business and led marketing and community outreach efforts for Tufts Health Public Plans. Previously, he served as the company's Director of Health Services leading medical cost management and provider contracting strategy and analytics. Earlier in his career, Juan Fernando served as Director of Affordability Strategies at Blue Cross Blue Shield of Massachusetts and held management roles at Deloitte Consulting.

Juan Fernando's civic engagements include, Vice-Chair of the Dimock Center Board, Trustee of Stonehill College, Co-Founder of the Health Equity Compact, Co-Chair of The Boston Foundation's Latino Legacy Fund, Eastern Bank's Board of Corporators and the Greater Boston Chamber of Commerce Economic Opportunity Board. He has also served on State of Massachusetts appointments, including the COVID-19 Health Equity Advisory Group, Latino Empowerment Council and the Health Policy Commission Advisory Council. Juan Fernando earned a B.S. from the School of Management at Boston College.



AMY ROSENTHAL

Amy Rosenthal is the Executive Director of Health Care For All. Previously, Amy worked at Community Catalyst, a national health care advocacy organization. As the Director of External Affairs and Campaigns, Amy led the organization's work with federal policymakers and oversaw partnerships with a wide-range of national organizations. She co-led the organization's campaign to pass the Affordable Care Act and co-directed work with enrollment assisters, providing feedback to federal policymakers about how to further improve the enrollment process in the federal and state marketplaces. Amy has also worked in the Massachusetts State Senate and the State House of Representatives, served as the Policy Director on a gubernatorial campaign, and provided political consulting services for several clients in New England. She was the Executive Director of the Barbara Lee Family Foundation and served as Political Director for Barbara Lee, an activist and fundraiser for progressive women candidates. Amy spent seven years working for three large, academic, pediatric hospitals conducting public health work related to injury prevention. Amy also teaches at the Harvard T. H. Chan School of Public Health. Amy holds a bachelor's degree in organizational studies from Northwestern University, a master's degree in public health from Harvard University, and a master's degree in public affairs from Indiana University.

WITNESS PANEL 1



TIM ARCHER

As chief executive officer of UnitedHealthcare's commercial operations in New England, Tim leads the team responsible for providing access to commercial health benefit products and services to small and large employers up to 5,000 employees. The team serves employers and residents in all New England states from Connecticut to Maine.

Prior to becoming CEO in June 2021, Tim was the Chief Financial Officer for five years for the Northeast Region within UnitedHealthcare, Employer & Individual. In this role, Tim managed a team that was responsible for measuring and managing financial performance and assisting the local markets in the region executing on health plan priorities. Before this role, Tim was the New York Market CFO for three years, the largest commercial market in country during his tenure. With 20 years in the health insurance industry, Tim is well positioned to drive UnitedHealthcare's agenda focused of simple, more affordable, supported care across the New England states.

UnitedHealthcare is one of the businesses of UnitedHealth Group, a diversified health and well-being company that is America's largest health insurer and ranked 5th in the Fortune 500. For more information about UnitedHealthcare, visit www.uhc.com or follow Tim on LinkedIn at <https://www.linkedin.com/in/tim-archer-5573792/>.



AUDREY MORSE GASTEIER

Audrey Morse Gasteier serves as the Executive Director of the Massachusetts Health Connector, the Commonwealth's official Affordable Care Act (ACA) health insurance Marketplace. The Health Connector provides health and dental coverage to approximately 300,000 Massachusetts residents, and promotes enrollment in comprehensive health coverage to the Massachusetts public in accordance with its responsibilities under state and federal health reform laws. Prior to her appointment as Executive Director in March 2023, Gasteier served as the Health Connector's Deputy Executive Director and Chief of Policy and Strategy, leading strategy and operations, program and health insurance product design, policy research, government affairs, and outreach and communication efforts aimed at engagement with members and the public. Gasteier is also an instructor at the Harvard T.H. Chan School of Public Health. Prior to joining the Health Connector in 2012, she served as Director of Health Systems Policy at the Massachusetts Division of Health Care Finance and Policy, where she led health coverage research initiatives and implementation of employer-related elements of state health reform. Gasteier also served as a Policy Analyst at the Association of Community Human Service Agencies in Los Angeles, California. She holds an MS in Health Policy and Management from the Harvard T.H. Chan School of Public Health and a BA from Mount Holyoke College.

WITNESS PANEL 1



CAIN HAYES

Cain Hayes is president and chief executive officer of Point32Health, a \$9-billion organization that includes Harvard Pilgrim Health Care and Tufts Health Plan. Serving 2.2 million members across five states, Point32Health is one of New England's largest non-profit health and well-being organizations.

Previously, Cain served as president & CEO of Gateway Health, a leading managed care organization, where he was responsible for all strategy and day-to-day operations of the company. Prior to that, he was president & COO of the Health Business for Blue Cross and Blue Shield of Minnesota.

Cain was also president of the national accounts division for Aetna — serving more than 7 million members throughout the U.S. — where he had full financial and operating responsibility for the \$9-billion business. Prior to Aetna, Cain held several executive leadership positions at Nationwide and Principal Financial Group.

Cain holds a master's degree in business administration from Webster University and a Bachelor of Science degree from Drake University. He also earned the Certified Employee Benefit Specialist (CEBS) designation from The Wharton School, University of Pennsylvania.



SARAH ISELIN

Sarah Iselin is president and chief executive officer of Blue Cross Blue Shield of Massachusetts, one of the largest independent Blue Cross Blue Shield plans in the country with 3 million members and 20,000 employer customers. Sarah has a long history with the company, serving earlier in her career as president of its foundation and as the company's chief strategy officer and senior vice president of strategy, policy, and community partnerships. Before returning to Blue Cross, Sarah was the executive vice president and chief operating officer at Blue Shield of California, and she also held a variety of executive leadership roles at GuideWell/Florida Blue and Optum. In addition, Sarah served twice in the Patrick Administration, first as commissioner of the Massachusetts Division of Health Care Finance and Policy and again to lead the state's efforts to turnaround the implementation of its health insurance exchange website. Sarah sits on the boards of the Greater Boston Chamber of Commerce, the Boston Green Ribbon Commission, and the National Institute of Health Care Management. She received a Master of Science degree in health policy and management from the Harvard T.H. Chan School of Public Health and a Bachelor of Fine Arts degree from the School of the Art Institute of Chicago. Sarah is the proud mother of three young adults who live in various parts of North America.

WITNESS PANEL 2



DR. CHRISTOPHER ANDREOLI

Dr. Christopher Andreoli is President of Atrius Health, an innovative healthcare leader delivering a system of value-based care for more than 690,000 adult and pediatric patients at 30 medical practice locations in eastern Massachusetts. Dr. Andreoli is focused on fostering a positive organizational culture and high levels of provider and employee satisfaction at Atrius Health, as well as leading the development and execution of the organization's mission and strategic plan in support of excellent patient experience and growth for the practice. Previously, Dr. Andreoli served as Chief Operating Officer and Chief Transformation Officer for the practice with responsibility for innovation, digital health, clinical operations, and real estate. During his 14 years at Atrius Health, he has served in a broad range of clinical and operational leadership roles including Chair of Surgical Specialties, Chief of Ophthalmology Services and Medical Director of Commercial ACO Programs.

Dr. Andreoli received his undergraduate degree from Boston University and his medical degree at Boston University School of Medicine. He completed his residency in ophthalmology and fellowship in vitreo-retinal surgery at the Massachusetts Eye and Ear Infirmary/Harvard Medical School Program. He also holds a Master of Business Administration from the MIT Sloan School of Management. Dr. Andreoli maintains a clinical practice as a vitreo-retinal surgeon and is involved in clinical research and teaching through his appointments at Harvard Medical School and the Massachusetts Eye and Ear Infirmary.



AIMEE BREWER

Aimee Brewer is the President and Chief Executive Officer of Sturdy Health, an independent non-profit health system. Sturdy Health provides comprehensive health care services at its acute care hospital in Attleboro and 26 medical office locations throughout Southeastern Massachusetts. Prior to Sturdy, Aimee served as president of NorthBay Healthcare, an integrated health system in Northern California for seven years. During that time, she received numerous accolades, including the Congressional Women of the Year award for her exceptional work as a key leader in the state of California's response to the COVID-19 pandemic. Aimee has served on the boards of the California Hospital Association, Partnership Health Plan, Economic Development Council, Solano Coalition for Better Health and Touro University Board. Prior to joining NorthBay, Aimee held several leadership positions within HCA Healthcare in Utah, Idaho, Alaska, Massachusetts and her home state of New Hampshire. Aimee received her Bachelor of Science degree from Simmons College and a master's degree in public health from University of New Hampshire. She currently serves on the Board of Trustees of Massachusetts Health & Hospital Association, Incorporator of the Hockomock YMCA and Bristol County Savings Bank, and a member of the Wheaton College Community Council.

WITNESS PANEL 2



DOUGLAS BROWN

Doug Brown has over thirty years of senior leadership experience in government, the law, and health care -- all of it in Massachusetts. He currently serves as President of Community Hospitals and Chief Administrative Officer for UMass Memorial Health, having served as a top executive in the system since 2003.

In his current role, Doug has a wide range of system responsibilities, including oversight of UMass Memorial's three community hospitals (across 6 campuses), its behavioral health provider, and numerous system corporate functions, including legal affairs, governance, compliance, internal audit, government affairs, health policy and public programs, corporate relations, and diversity, equity inclusion and belonging. Doug's span of responsibility includes entities that generate approximately \$700 Million in patient revenue and employ approximately 3,500 people.

Doug started his career as a trial lawyer at two large law firms, and spent the next 10 years in public service, where he served in senior leadership roles in two separate branches of Massachusetts state government. He was appointed in 2020 as a trustee of the American Hospital Association and as Chair of its Regional Policy Board for the New England Region.



DR. SREE CHAGUTURU

Sree Chaguturu, MD is executive vice president and chief medical officer of CVS Health®. He leads the CVS Health medical affairs organization spanning Aetna®, CVS Caremark®, CVS Pharmacy®, MinuteClinic®, women's health and genomics, data and analytics, patient safety and health equity.

Sree is focused on advancing the highest possible clinical quality standards, increasing access to care, improving patient outcomes and reducing overall health care costs across the CVS Health enterprise.

Sree previously served as chief medical officer of CVS Caremark, the company pharmacy benefits management (PBM) business, where he provided clinical oversight for the pharmacy benefits design strategy. Additionally, he has served as a trusted advisor to employer and health plan clients, their members and CVS Health colleagues throughout the COVID-19 pandemic.

Before joining CVS Health, Sree was chief population health officer of Mass General Brigham, the largest health care system in Massachusetts. He led the system's accountable care organization and numerous clinical care delivery and innovation programs. He is also a practicing internal medicine physician at Massachusetts General Hospital.

Sree earned his bachelor's degree in biology from Brown University and his doctorate of medicine from Brown University Medical School. He completed his internal medicine and primary care training at Massachusetts General Hospital.

WITNESS PANEL 3



MICHAEL CURRY

Michael Curry, Esq. serves as President & CEO of the Massachusetts League of Community Health Centers, which represents 52 health centers, serving over one million patients out of over 300 practice sites. Michael was appointed by the Massachusetts Senate to the Health Equity Task Force, which he co-chaired, aimed at addressing the health disparities realized and magnified by COVID-19. He was also appointed by then Governor Charlie Baker to the COVID-19 Vaccine Working Group and served on DPH's Health Equity Advisory Group, the City of Boston's Health Inequity Task Force, and the City of Brockton's Social Justice Task Force. He is the Immediate Past President of the Boston Branch of the NAACP (2011-2016), and has over 25 years of dedicated service to the NAACP on the city, state-area conference and national levels. He was elected to the NAACP Board of Directors in 2014, 2017, 2020, and was recently reelected in 2023 by members from across the country. He serves on the National NAACP's Executive Committee and was appointed by the National Board as Administrator for the New England Area Conference of the NAACP, overseeing the state-area conference and all branches in Maine, Vermont, New Hampshire, Massachusetts and Vermont. Michael is also an Adjunct Professor at both New England Law Boston and Suffolk University's Moakley Center and Sawyer School of Management. He earned a Bachelor's of Arts from Macalester College in St. Paul, Minnesota and a Doctorate of Jurisprudence from New England School of Law, and later graduated from the inaugural class of the Executive Leadership Council's Pipeline to Leadership Program.



MICHAEL DANDORPH

Michael Dandorph is President and CEO of Tufts Medicine. Founded in 2014 as Wellforce and headquartered in Burlington, MA, Tufts Medicine includes Tufts Medical Center, Circle Health, MelroseWakefield Healthcare, Home Health Foundation, and the Tufts Medicine Integrated Network. Together the system has over 2,500 physicians, 13,000 employees, 4 community hospital campuses, an academic medical center, an expansive home health and hospice system, a physician network, and a growing network of ambulatory locations, including urgent care and freestanding ambulatory surgery centers. Prior to joining Tufts Medicine, Mr. Dandorph led Rush University System for Health and served in leadership roles at Penn Medicine/University of Pennsylvania Health System, including more than 10 years as Senior VP and Chief Strategy Officer. Mr. Dandorph earned his master's degree from the Sloan Program in Health Administration at Cornell University. He serves on the Boards of the Massachusetts Health and Hospital Association, the Vizient University Health System and CEO Executive Board, and the Association of American Medical Colleges Council of Teaching Hospitals.

WITNESS PANEL 3



CHRISTINE SCHUSTER

Christine has over 25 years of healthcare experience. Before joining Emerson Health as president and CEO in 2005, she served as president and CEO of Quincy Medical Center and Athol Memorial Hospital. She also served as COO of the Tenet Saint Vincent Healthcare System, Extended Care Division. She worked as a health care consultant with Coopers & Lybrand (now PriceWaterHouseCoopers) early in her career.

Christine serves as Chair of the Board of the Massachusetts Health and Hospital Association (MHA), the Massachusetts Council of Community Hospitals, and the Massachusetts Value Alliance, a leading supply purchasing consortium. She is a member of the Clinical Advisory Board of the Massachusetts Health Policy Commission and Advisory Boards for the Suffolk University MHA Program and Riverside Partners, a private equity firm. She is a Middlesex Bank corporator and a member of the International Women's Forum. She also serves on the MHA Finance, Governance, and Executive Committee.

Ms. Schuster received her MBA, with honors, from the University of Chicago Booth Business School and a Bachelor of Science in Nursing from Boston University.



DR. KEVIN TABB

Dr. Kevin Tabb serves as President and Chief Executive Officer of Beth Israel Lahey Health and is an ex officio member of its Board of Trustees. As President and Chief Executive Officer of Beth Israel Lahey Health (BILH), Dr. Tabb is responsible for leading a pioneering integrated health care system offering a full continuum of health care services, ranging from hospital to ambulatory to urgent to behavioral health care. Dr. Tabb was previously the Chief Executive Officer of the Beth Israel Deaconess system and Beth Israel Deaconess Medical Center (BIDMC). Before joining Beth Israel Deaconess Medical Center, Dr. Tabb was Chief Medical Officer at Stanford Hospital & Clinics in Stanford, California. He was previously Chief Quality and Medical Information Officer at Stanford. Prior to joining Stanford, Dr. Tabb led the Clinical Data Service Division of GE Healthcare IT. Raised in Berkeley, California, Dr. Tabb emigrated to Israel at the age of 18 and served in the Israel Defense Forces, the country's military service. He received his undergraduate degree from Hebrew University in Jerusalem and his medical degree from the Hebrew University Hadassah Medical School. Dr. Tabb completed his residency in internal medicine at Hadassah Hospital.

HPC BOARD MEMBERS



DEBORAH DEVAUX

Chair

Deborah Devaux was appointed to Chair the HPC's Board of Commissioners in July 2022, following 40 years of health care management experience with health insurers and providers in Massachusetts. Most recently, she served as the Executive Vice President and Chief Population Health Officer at Beth Israel Lahey Health.



MARTIN COHEN

Vice Chair

Martin D. Cohen is the President and CEO of the MetroWest Health Foundation. He has more than 30 years of experience working to plan and implement comprehensive strategies to improve public mental health services. Mr. Cohen was appointed to the Board in 2015, reappointed in 2018, and confirmed as Vice Chair in September 2019.



BARBARA BLAKENEY

Committee Chair, Care Delivery Transformation

Barbara Blakeney, MS, RN, FNAP, was President of the American Nurses' Association, and the former Innovation Advisor to the Centers for Medicare and Medicaid Innovation Center. Ms. Blakeney was appointed to the Board in 2019. She also serves as Committee Chair for Care Delivery Transformation.



DR. MATILDE CASTIEL

Matilde "Mattie" Castiel, M.D. is the City of Worcester's Commissioner for Health and Human Services. Dr. Castiel has over 30 years of experience as an internal medicine physician and Associate Professor of Internal Medicine, Family Medicine and Psychiatry at UMass Medical School, and she was appointed to the board in 2023.



DR. DAVID CUTLER

Committee Chair, Market Oversight and Transparency

David Cutler, Ph.D., is the Otto Eckstein Professor of Applied Economics at Harvard University and holds secondary appointments at Harvard Kennedy School and Harvard School of Public Health. Dr. Cutler was appointed to the Board in 2012 and reappointed in 2015. He also serves as Committee Chair for Market Oversight and Transparency.



TIMOTHY FOLEY

Timothy Foley is the Executive Vice President for 1199SEIU Healthcare Workers East, the state's largest union of health care workers. He has worked for SEIU for 11 years, starting out as a political director, then being elected to a Vice President position. Mr. Foley was appointed to the Board in 2016.



SECRETARY MATTHEW GORZKOWICZ

Executive Office of Administration and Finance

Matthew Gorzkowicz is the Secretary of the Executive Office for Administration and Finance. He has more than 25 years' experience in state finance and budgeting in the Commonwealth. Secretary Gorzkowicz was appointed to the board as an ex-officio member in 2023.



PATRICIA HOUPT

For over 40 years, Patricia Houpt advised employers, from large corporations to small business owners, on how best to structure their employee benefits offerings to achieve their financial and retention goals. She recently retired after serving as executive director at the New England Employee Benefits Council (NEEBC) for eight years.



RENATO (RON) MASTROGIOVANNI

Ron Mastrogiovanni is the President and CEO of HealthView Services and has more than 25 years of experience in management consulting, financial services, and health care software design. Mr. Mastrogiovanni was appointed to the Board in 2015 and reappointed in 2016.



DR. ALECIA MCGREGOR

Alecia McGregor, Ph.D. is an Assistant Professor of Health Policy and Politics in the Department of Health Policy and Management at the Harvard T.H. Chan School of Public Health. Dr. McGregor is an interdisciplinary scholar with expertise in health systems, health equity, and community health, and she was appointed to the board in 2023.



SECRETARY KATE WALSH

Executive Office of Health and Human Services

Kate Walsh, MPH is the Secretary of the Executive Office of Health and Human Services. Secretary Walsh previously served as CEO of Boston Medical Center (BMC) Health System for nearly 13 years, and held executive roles at Brigham and Women's Hospital, Novartis Institutes for Biomedical Research, and the Massachusetts General Hospital Cancer Center. She was appointed to the board as an ex-officio member in 2023.



HEALTH POLICY COMMISSION
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